

RECEIVED
SEP 07 2001
Group 2100

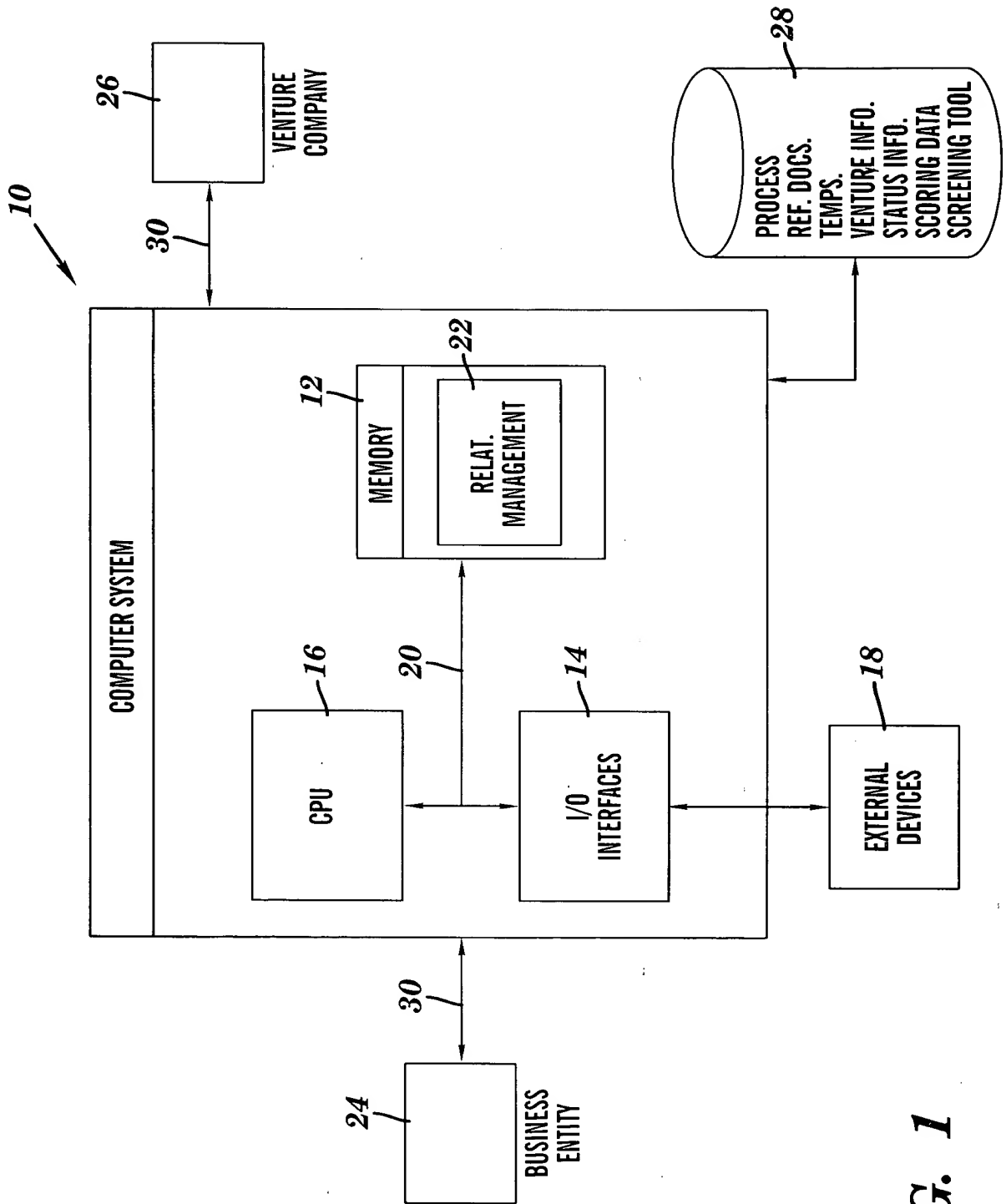


FIG. 1

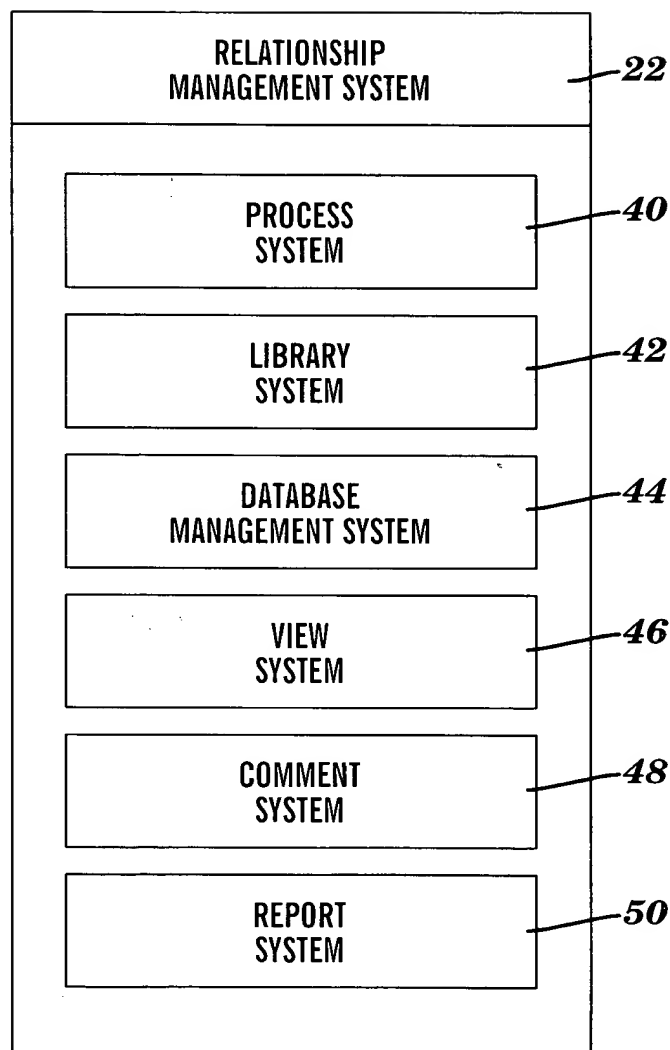


FIG. 2

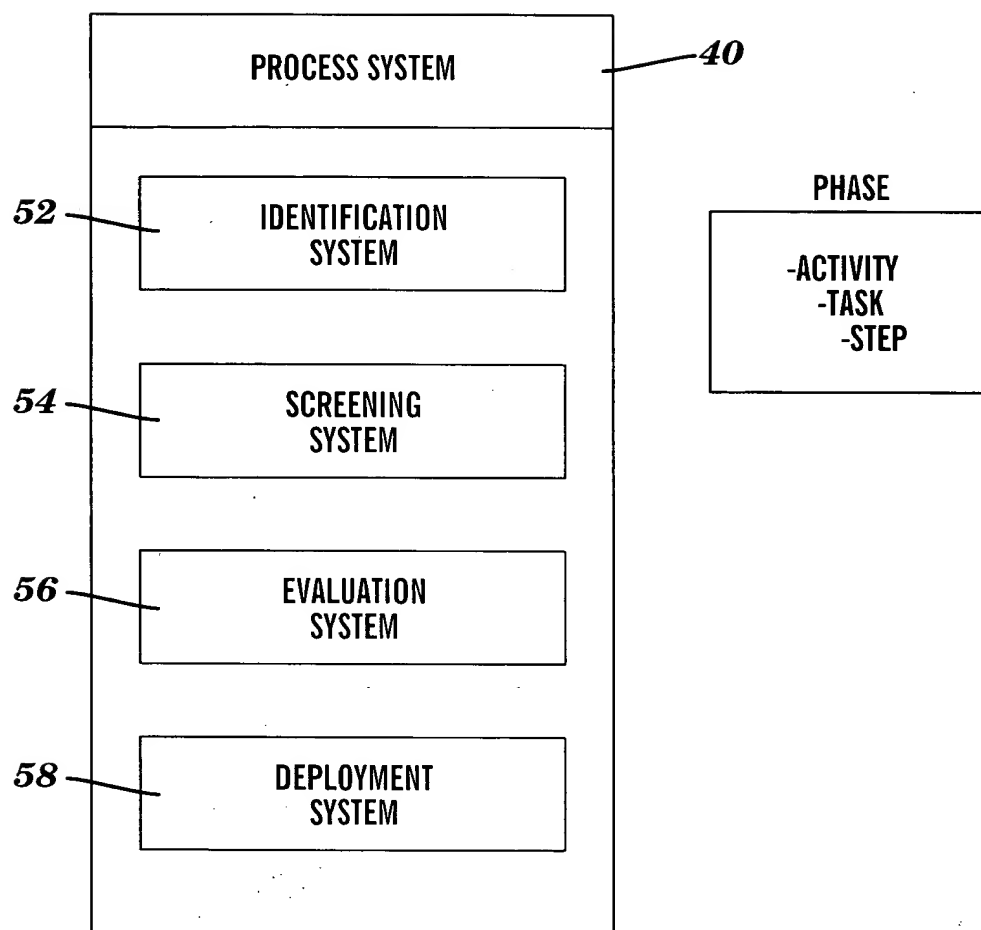


FIG. 3

66 /	68 /	70 /	
ALLIANCE	PRICING	EQUITY	
✓	✓	✓	NVG
✓	✓	✓	1. IDENTIFICATION — 60
✓	✓	✓	1.1 IDENTIFY OPPORTUNITY — 62
✓	✓	✓	1.1.1 RECEIVE CONTACT FROM VENTURE
✓	✓	✓	1.1.2 CONDUCT RESEARCH ← 64
✓	✓	✓	1.1.3 MEET NEW VENTURE
✓	✓	✓	1.1.4 GET IBM AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)
✓	✓	✓	1.1.5 RECEIVE CONFIDENTIAL INFORMATION
✓	✓	✓	1.2 SUBMIT NVG TOOL — 62
✓	✓	✓	1.2.1 SEND NVG TOOL TO IBM TEAM
✓	✓	✓	1.2.2 ACQUIRE NVG TOOL ← 64
✓	✓	✓	1.2.3 COMPLETE NVG TOOL
✓	✓	✓	1.2.4 SEND TOOL TO NVG
✓	✓	✓	1.2.5 RECEIVE COMPLETED TOOL
✓	✓	✓	1.3 LOG OPPORTUNITY — 62
✓	✓	✓	1.3.1 POST NVG TOOL INTO TEAMROOM
✓	✓	✓	1.3.2 NOTIFY MANAGEMENT ← 64
✓	✓	✓	1.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓	2. SCREENING — 60
✓	✓	✓	2.1 SCREEN OPPORTUNITY — 62
✓	✓	✓	2.1.1 SCORE OPPORTUNITY
✓	✓	✓	2.1.2 COMPLETE SCREENING STEPS ← 64
✓	✓	✓	2.1.3 COMPLETE SCREENING CHECKLIST
✓	✓	✓	2.2 MAKE GO/NO-GO SCREENING DECISION — 62
✓	✓	✓	2.3 LOG SCREENING RESULTS — 62
✓	✓	✓	2.3.1 UPDATE NVG TOOL IN TEAMROOM
✓	✓	✓	2.3.2 NOTIFY MANAGEMENT ← 64
✓	✓	✓	2.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓	3. EVALUATION — 60
✓	✓	✓	3.1 EVALUATE OPPORTUNITY — 62
✓	✓	✓	3.1.1 COMPLETE EVALUATION STEPS
✓	✓	✓	3.1.2 PERFORM DUE DILIGENCE ← 64
✓	✓	✓	3.1.3 GAIN IGS INDUSTRY SECTOR EXECUTIVE SPONSORSHIP
✓	✓	✓	3.2 LOG STATUS — 62
✓	✗	✗	3.3 COMPLETE ALLIANCE AGREEMENT — 62
✓	✗	✗	3.3.1 DETERMINE CUSTOMER REQUIREMENTS/DESIRES FOR THE ALLIANCE ← 64
✓	✗	✗	3.3.2 DETERMINE IBM REQUIREMENTS AND NEGOTIATION STRATEGY FOR ALLIANCE
✓	✗	✓	3.4 COMPLETE LEGAL REVIEW — 62
✓	✗	✓	3.4.1 AGREE TO TERMS AND CONDITIONS AND LANGUAGE ← 64
✓	✗	✓	3.4.2 ASSIST IN NEGOTIATION PROCESS
✓	✓	✓	3.5 COORDINATE PRICING — 62
✓	✓	✓	3.6 COORDINATE SYSTEM ASSURANCE — 62
✓	✓	✓	3.7 ARRANGE CO-MARKETING PLAN WITH CUSTOMER — 62
✓	✓	✓	3.7.1 DETERMINE OPTIMUM IBM MARKETING STRATEGY
✓	✓	✓	3.7.2 COMPLY WITH IBM MARKETING/BRANDING POLICY ← 64
✓	✓	✓	3.7.3 NEGOTIATE CO-MARKETING AGREEMENT WITH CUSTOMER
✓	✓	✓	3.8 COORDINATE TMC COLLABORATION WHEN NECESSARY — 62

FIG. 4

66 / ALLIANCE	68 / PRICING	70 / EQUITY	
✓	✓	✓	3.8.1 DETERMINE IF TMC WILL PURSUE THE OPPORTUNITY
✓	✓	✓	3.8.2 ASSIGN TMC MARKETING LEAD ← 64
✓	✓	✓	3.8.3 DEFINE AND EXECUTE CO-MARKETING STRATEGY
✓	✓	✓	3.9 CONDUCT STEERING COMMITTEE REVIEW FOR GO/NO-GO DECISION — 62
✓	✓	✓	4. DEPLOYMENT — 60
✓	✓	✓	4.1 IMPLEMENT CONTRACT WITH CUSTOMER — 62
✓	✓	✓	4.1.1 ENSURE PROPER INVOICING ← 64
✓	✓	✓	4.1.2 UPDATE INTERNAL SYSTEMS
✓	✓	✓	4.1.3 IMPLEMENT ACCOUNTING TREATMENT
✓	✓	✓	4.2 ESTABLISH PROJECT OFFICE — 62
✓	✓	✓	4.2.1 BUILD STAFFING PLAN
✓	✓	✓	4.2.2 REQUEST RESOURCES ← 64
✓	✓	✓	4.2.3 SELECT PROJECT OFFICE STAFF
✓	✓	✓	4.2.4 SET UP CLAIM
✓	✓	✓	4.2.5 COMMUNICATE STATUS TO MANAGEMENT
✓	✓	✓	4.3 DEVELOP RISK ASSESSMENT PLAN — 62
✓	✓	✓	4.4 DOCUMENT TEAM CHARTER — 62
✓	✓	✓	4.4.1 IDENTIFY ALL KEY ROLES
✓	✓	✓	4.4.2 IDENTIFY INTERIM EXECUTIVE & MANAGEMENT ROLES ← 64
✓	✓	✓	4.4.3 ESTABLISH OPERATIONAL ROLES AND OBJECTIVES
✓	✓	✓	4.5 DOCUMENT PROJECT CHARTER — 62
✓	✓	✓	4.6 DEVELOP WORK PLAN INCLUDING WBS — 62
✓	✓	✓	4.7 DEFINE DEPLOYMENT SCORECARD — 62
✓	✓	✓	4.7.1 MEASURE DEPLOYMENT STATUS AGAINST SCORECARD ← 64

FIG. 5

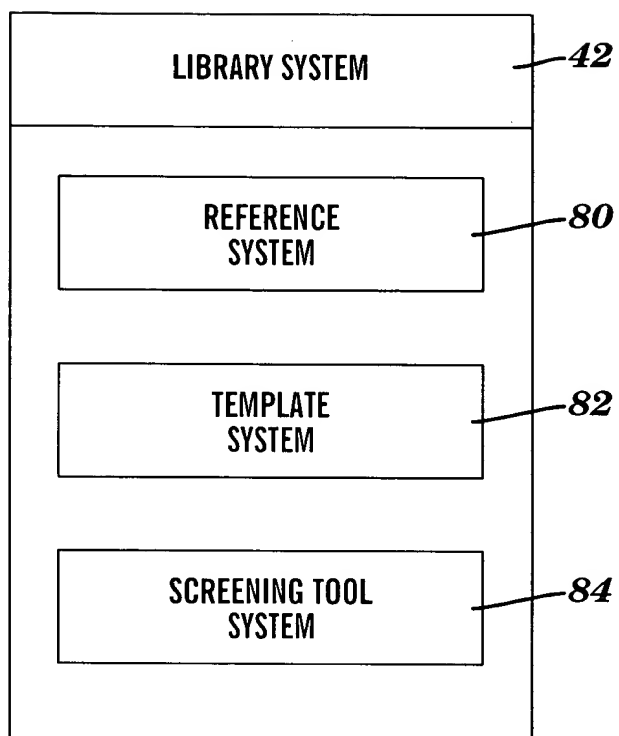


FIG. 6

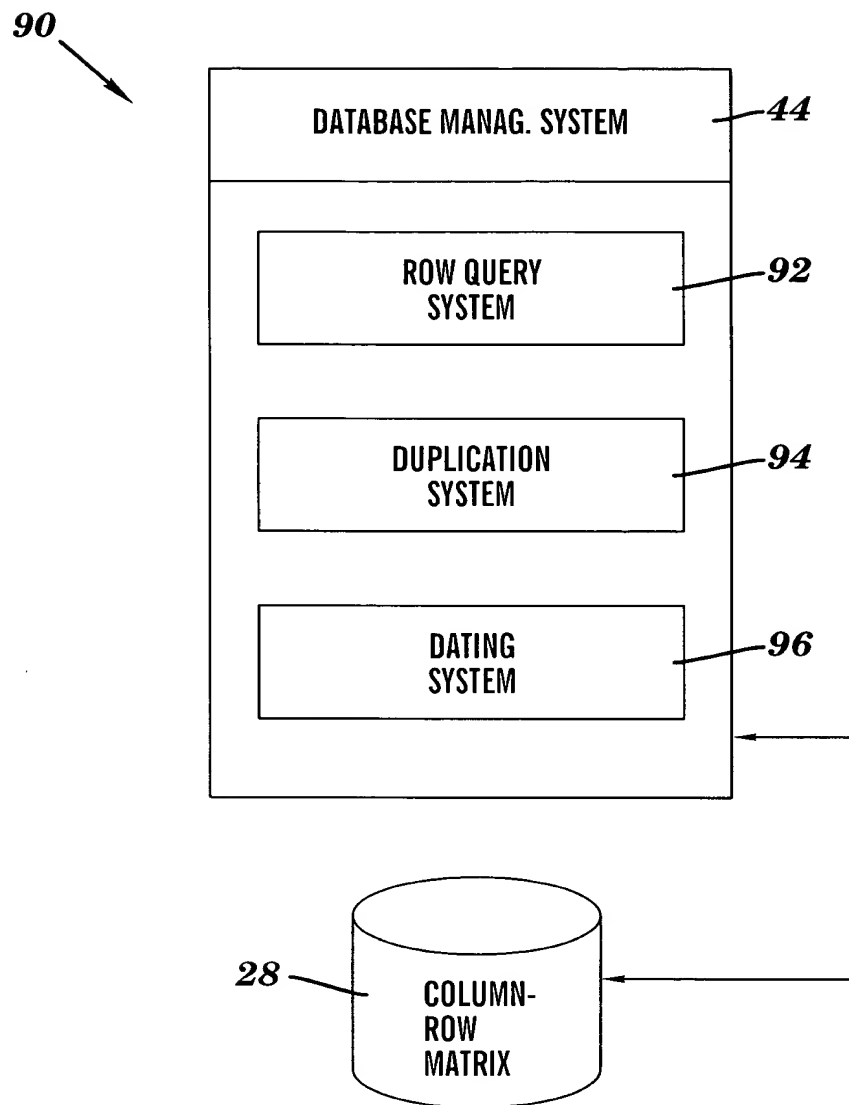


FIG. 7

100
↓

	102 JANUARY	104 FEBRUARY	106 MARCH	108 APRIL	110 MAY	
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3		112
VENTURE COMPANY B		INITIAL	UPDATE1			114
VENTURE COMPANY C				INITIAL		116

FIG. 8

100
↓

	102 JANUARY	104 FEBRUARY	106 MARCH	108 APRIL	110 MAY	
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3	UPDATE3	112
VENTURE COMPANY B		INITIAL	UPDATE1		UPDATE1	114
VENTURE COMPANY C				INITIAL	INITIAL	116

FIG. 9

120

122

<div> <input type="checkbox"/> NVG OPERATIONS <input type="checkbox"/> ALL DOCUMENTS <input type="checkbox"/> LIBRARY </div>		<div> <input type="checkbox"/> EDIT DOCUMENT <input type="checkbox"/> CREATE LIBRARY ELEMENT <input type="checkbox"/> DATA </div>				
<div> <input type="checkbox"/> BY ELEMENT TYPE <input type="checkbox"/> BY FILE TYPE <input type="checkbox"/> BY RESTRICTIONS <input type="checkbox"/> BY TITLE <input type="checkbox"/> WITH COMMENTS <input type="checkbox"/> PLAYBOOKS <input type="checkbox"/> VENTURES </div>	TITLE	ELEMENT TYPE	VERSION	RELEASE DATE	DESCRIPTION	MODIFIED
	AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)	TEMPLATE		08/18/2000		09/18/2000 02:37:41 PM
	DESIGN DIAGRAM FOR NVG OPERATIONS DATABASE	DOCUMENT	3.4	10/08/2000	SHOWS RELATIONSHIPS AMONG DESIGN ELEMENTS, INCLUDING FORMS, SUBFORMS, DOCUMENTS, VIEWS, FOLDERS, SHARED ACTIONS, SHARED AGENTS, SCRIPT LIBRARY, AND DATABASE SCRIPT	10/12/2000 10:26:10 PM
	GLOBAL INVESTMENT COUNCIL PROCESS	DOCUMENT		01/01/2000	PRESENTATION SHOWING PROCESS USED BY THE GIC	09/18/2000 02:37:20 PM
	INTERIM NEGOTIATION AGREEMENT (INA)	TEMPLATE		08/18/2000		09/18/2000 02:37:59 PM
	NVG AMERICAS OPPORTUNITY FLOW STATISTICS	DOCUMENT	3.1	10/16/2000	BAR CHARTS OF THE MONTHLY OPPORTUNITY FLOW TO NVG FOR ALL OPPORTUNITIES AND FOR IBM/MERCER OPPORTUNITIES	10/16/2000 05:16:45 PM
	NVG PLAYBOOK DIAGRAMS	DOCUMENT	2.0	10/04/2000	DIAGRAMS IMBEDDED IN THE NVG PLAYBOOK. THIS DOCUMENT IS FOR PRESENTATIONS	10/06/2000 09:35:27 AM
	NVG SCREENING & EVALUATION TOOL	TOOL	4.2.2	09/01/2000	TOOL USED TO SCREEN AND EVALUATE OPPORTUNITIES SUBMITTED TO NVG. GATHERS KEY DATA AND RECORDS DECISIONS AT EACH PHASE	09/18/2000 02:37:05 PM
	RESOURCE REQUEST FORM	TEMPLATE		08/31/2000	TEMPLATE FOR REQUESTING RESOURCES	09/18/2000 02:37:50 PM

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FIG. 10

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NVG OPERATIONS <input type="checkbox"/> ALL DOCUMENTS <input type="checkbox"/> LIBRARY <input type="checkbox"/> BY ELEMENT TYPE <input type="checkbox"/> BY FILE TYPE <input type="checkbox"/> BY RESTRICTIONS <input type="checkbox"/> BY TITLE <input type="checkbox"/> WITH COMMENTS <input type="checkbox"/> PLAYBOOKS <input type="checkbox"/> VENTURES		<input type="checkbox"/> EDIT DOCUMENT <input type="checkbox"/> CREATE LIBRARY ELEMENT <input type="checkbox"/> DATA	
ELEMENT TYPE 4 ▾ DOCUMENT (FOR REFERENCE ONLY)		TITLE GLOBAL INVESTMENT COUNCIL PROCESS	
VERSION 2.0		RELEASE DATE 01/01/2000	
FILE TYPES POWERPOINT IBM CONFIDENTIAL: DO NOT DISCLOSE OUTSIDE IBM		RESTRICTIONS OTHER	
NVG PLAYBOOK DIAGRAMS		POWERPOINT (PPT)	
DESIGN DIAGRAM FOR NVG OPERATIONS DATABASE		POWERPOINT (PPT)	
NVG AMERICAS OPPORTUNITY FLOW STATISTICS		POWERPOINT (PPT)	
3 ▾ TEMPLATE (TO BE COMPLETED OR CUSTOMIZED) AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI) RESOURCE REQUEST FORM		WORDPRO (LWP)	
INTERIM NEGOTIATION AGREEMENT (INA)		WORDPRO (LWP)	
1 ▾ TOOL (EXECUTABLE) NVG SCREENING & EVALUATION TOOL		WORDPRO (LWP)	
1-2-3 (123) EXCEL (XLS)		IBM CONFIDENTIAL: DO NOT DISCLOSE OUTSIDE IBM	

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FIG. 11

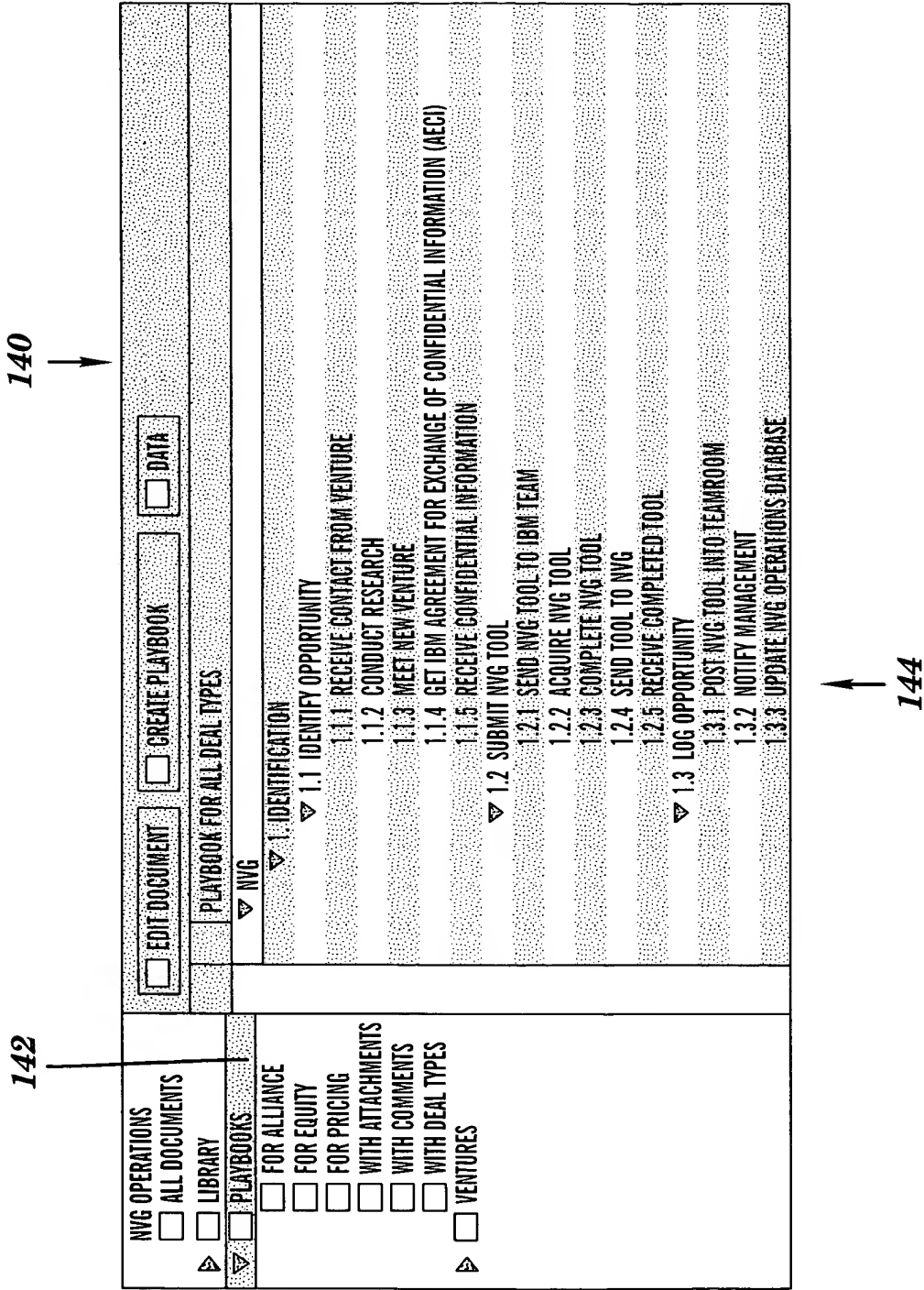


FIG. 12

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<input type="checkbox"/> NVG OPERATIONS <input type="checkbox"/> ALL DOCUMENTS <input type="checkbox"/> LIBRARY <input type="checkbox"/> PLAYBOOKS <input type="checkbox"/> FOR ALLIANCE <input type="checkbox"/> FOR EQUITY <input type="checkbox"/> FOR PRICING <input type="checkbox"/> WITH ATTACHMENTS <input type="checkbox"/> WITH COMMENTS <input type="checkbox"/> WITH DEAL TYPES <input type="checkbox"/> VENTURES		<input type="checkbox"/> EDIT DOCUMENT <input type="checkbox"/> CREATE PLAYBOOK <input type="checkbox"/> DATA			
		ALLIANCE	PRICING	EQUITY	PLAYBOOK
		✓	✓	✓	▼ NVG
		✓	✓	✓	▶ 1. IDENTIFICATION
		✓	✓	✓	▶ 2. SCREENING
		✓	✓	✓	▼ 3. EVALUATION
		✓	✓	✓	▼ 3.1 EVALUATE OPPORTUNITY
		✓	✓	✓	3.1.1 COMPLETE EVALUATION STEPS
		✓	✓	✓	3.1.2 PERFORM DUE DILIGENCE
		✓	✓	✓	3.1.3 GAIN IGS INDUSTRY SECTOR EXECUTIVE SPONSORSHIP
		✓	✓	✓	3.2 LOG STATUS
		✓	✓	✓	▼ 3.3 COMPLETE ALLIANCE AGREEMENT
		✓	✓	✓	3.3.1 DETERMINE CUSTOMER REQUIREMENTS/DESIRES FOR THE ALLIANCE
		✓	✓	✓	3.3.2 DETERMINE IBM REQUIREMENTS & NEGOTIATION STRATEGY FOR ALLIANCE
		✓	✓	✓	▼ 3.4 COMPLETE LEGAL REVIEW
		✓	✓	✓	3.4.1 AGREE TO TERMS AND CONDITIONS AND LANGUAGE
		✓	✓	✓	3.4.2 ASSIST IN NEGOTIATION PROCESS
		✓	✓	✓	3.5 COORDINATE PRICING
		✓	✓	✓	3.6 COORDINATE SYSTEM ASSURANCE

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FIG. 13

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NVG OPERATIONS

☐ ALL DOCUMENTS

☐ LIBRARY

☐ PLAYBOOKS

☐ VENTURES

☐ BY DATE RECEIVED

☐ BY DEAL TYPE

☐ BY EBO TYPE

☐ BY GEOGRAPHY

☐ BY INDUSTRY

☐ BY NAME

☒ BY PHASE

☐ BY REASON

☐ BY SECTOR

☐ BY STATUS

☐ BY VENTURE TYPE

☐ EBO REPORT

☐ ROLE REPORT

☐ STATUS REPORT

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☐ EDIT DOCUMENT

☐ CREATE VENTURE

☐ DATA

☐ STATUS

☐ AS OF

☐ SECTOR

☐ INDUSTRY

☐ DEAL TYPE

☐ GEOGRAPHY

☐ VERSION

☐ PHASE

☐ DEAL TYPE

PHASE	STATUS	VENTURE	AS OF	SECTOR	INDUSTRY	DEAL TYPE	GEOGRAPHY	COUNTRY
43	48%	IDENTIFICATION						
18	20%	SCREENING						
10	11%	EVALUATION						
19	21%	DEPLOYMENT						
90	100%							

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FIG. 14